

RESOLUTION NO. 86

A RESOLUTION ADOPTING A COMPENSATION
AND EVALUATION PLANS FOR EMPLOYEES OF
THE CITY OF WOODINVILLE

WHEREAS, Compensation Plan addresses the issues of compensating employees currently employed and future employees, and;

WHEREAS, an Evaluation Plan provides direction to review performance and insure productivity and employee satisfaction; NOW, THEREFORE,

THE CITY COUNCIL OF THE CITY OF WOODINVILLE RESOLVES AS FOLLOWS:

Section 1. The City Council hereby adopts the Compensation and Evaluation Plans attached as Exhibit A.

ADOPTED BY THE CITY COUNCIL OF THE CITY OF WOODINVILLE THIS 10TH DAY OF OCTOBER, 1994.

APPROVED:



Bob Miller, Deputy Mayor

ATTEST/AUTHENTICATED:



James K. Katica
City Clerk/Treasurer

CITY OF WOODINVILLE

Compensation Plan

The City of Woodinville highly values its employees, and has designed this compensation plan to be flexible, "user friendly", and fiscally responsible keeping in mind the needs of the employees, citizens, and City Council. The philosophy of this compensation plan is to provide equal pay for equal work while being able to recognize and reward meritorious performance.

The City staff has decided not to include cost of living adjustments as part of their compensation plan, but to institute a merit pay system tied to employee performance in the annual review process. (See City of Woodinville Performance Review Process). Staff and managers from all levels have created this system to meet the needs of the City of Woodinville and ensure consistency and equity in its application.

This document is intended to work in conjunction with the City of Woodinville Personnel Policies.

PLAN ELEMENTS

1. This plan covers all regular full and part time employees. It affects both exempt and non-exempt employees (except the City Manager) and is managed by the City Manager (or Human Resources person).

2. Classifications:
 - Position classifications are groups of positions of approximately equal responsibility and difficulty, requiring the same general qualifications of incumbents, and which can be compensated within the same pay range under similar working conditions.

 - All classifications are ranked relative to each other with respect to:
 - A. Job knowledge
 - B. Skills and abilities
 - C. Responsibility for work
Is employee fully accountable for his/her work or is a supervisor responsible for ensuring an employee is on target and meeting goals?
 - D. Responsibility for loss or risk
Is the employee solely responsible for any loss incurred to the City due to a decision, or is a supervisor accountable at some level?
 - E. Working conditions
Is work performed in office settings or in a field environment?
 - F. Physical effort
Is the employee required to exert a great deal of physical effort or is the work generally not physically demanding?
 - G. Fair Labor Standards Act (FLSA) rules

- The following classifications are available at the City of Woodinville:
 - Department Head -- Maintains the job knowledge, skills and abilities to manage the operations of one or more City Departments. Makes independent decisions, is responsible for all activities within the department, and reports directly to the City Manager. These positions have high responsibility for work, high responsibility for loss or risk, work generally in an office environment, and experience low physical effort. This is an exempt classification under FLSA regulations.
 - Team Leader/Senior Professional -- Maintains the job knowledge, skills and abilities to plan, organize, and direct the activities of one or more divisions within a department or perform highly independent work under a Department Head. May coordinate the efficient use of personnel, equipment, and materials to accomplish department activities or projects. These positions have medium to high responsibility for work, medium responsibility for loss or risk, work generally in an office environment, and experience low to medium physical effort. This is an exempt classification under FLSA regulations.
 - Professional/Senior Technician -- Maintains the job knowledge, skills and abilities to work independently, and provide staff support in professional, technical and administrative capacities. Exercises discretion and judgment in completing assignments or serving customers. Responsibilities may include project management or coordination of project implementation both within and external to the City; decision making with minimal supervision within job description; and representing the City within the capacities of the job description. These positions have medium responsibility for work, medium responsibility for loss or risk, work generally in an office environment or occasionally in the field, and experience low to medium physical effort. This is an exempt classification under FLSA regulations.
 - Technician/Administrative -- Working under supervision, maintains the job knowledge to provide technical or administrative services that support a variety of City programs and services. Task assignments are varied and utilize specialized technical or administrative skills pertinent to the job position. Decision making is normally within the job parameters and with supervisory guidance. These positions have low to medium responsibility for work, low to medium responsibility for loss or risk, work almost exclusively in an office environment, and experience low physical effort. This is a non-exempt classification under FLSA regulations.
- All positions within the City fall within these classifications, except for City Manager and temporary or contract staff positions (although the latter may have their salaries determined by these classification ranges). The pay ranges for these classifications may assist the City Manager (or Human Resources person) in determining the appropriate level of pay for new employees.

Placement in a Classification

- The salary of a person in a position will be no less than or no greater than the salary range of the classification to which the position has been assigned.
 - If an individual's salary is at the maximum of the range, it is up to the Department Head, City Manager and/or the HR person to determine if a range adjustment is necessary based on market conditions, or if the position should be reclassified into a higher classification.
 - When a position is created, it must be appropriately placed in the classification system by comparing the job duties and qualifications outlined in the job description and comparing that information to other positions within the City and to similar positions in comparable cities determined by management and/or City Council. Employees acknowledge that cities are unique and value jobs differently; however, the market should have some bearing on pay needs.
 - If a position grows such that it has more responsibility or requires more experience/education, it may be appropriate to reclassify the position. A position may be reclassified for one or more of the following reasons:
 - substantially greater responsibility assigned to the position;
 - new skills, knowledge or competencies required;
 - Department Head request;
 - Position incumbent requests review believing that significant factors have been overlooked in original allocation of the position to a classification.
 - A written request to reclassify the position should be submitted to the City Manager by the Department Head to which the position reports. The Department Head must describe how the position has changed from its original job description and explain why the position should be placed in a different classification. The City Manager (or HR person) will examine the information provided by the Department Head and/or incumbent employee and compare the new position requirements to those of already existing positions in the same and different classifications. A determination will be made within 45 days of the written request to reclassify, and the Department Head and/or employee will receive a written explanation as to why the position was or was not reclassified.
 - If a Department Head receives a request for reclassification that he/she feels is not warranted, the Department Head may ask the requesting employee to write documentation as to why the position should be reclassified. This written documentation will be given to both the Department Head and the City Manager, and the previous step will be followed.
3. A qualified employee may move from one position to another either by filling a vacant position or a newly created position.

4. Positions are established or eliminated by the City Council upon recommendation of the City Manager.
5. In the annual budget process, the City Council will appropriate funds to provide for salaries and supplemental benefits. The appropriation will be in three parts:
 - *Primary appropriation:* This will provide for salaries and supplemental benefits for all authorized positions. It may also provide for adjustments of salaries and salary ranges by a uniform percentage. Causes for such adjustments may be cost of living fluctuations, economic conditions, competitive influences in the labor market (i.e., market adjustment of positions) or other causes affecting salaries as determined by the City Council.
 - *Secondary appropriation:* This appropriation will provide for lump sum bonuses and the staff retreat for the year (see Salary Adjustments section--"Red Carpet Service" and Staff Retreat). This appropriation will be made to a bonus reserve which can be carried forward from budget year to next budget year and need not be spent in any one budget year.
 - *Third appropriation:* This appropriation may be made for making funds available to managers when position reclassifications are necessary in the budget year.

SALARY ADJUSTMENTS

1. Salary increases may be made in one of four ways:
 - a. Merit increase is awarded to employee, and is attached to his/her base pay.
 - b. Market adjustment to salary ranges are made which would only affect employees paid at the top and bottom of the range. Salary ranges will be evaluated according to prevailing conditions of the labor market and periodically updated.
 - c. Employee's position is reclassified to fit a more appropriate broad band range, or the salary is adjusted within the current range to better match market data.

During the budget review process in 1995, the following bonus program may be considered for implementation beginning in January, 1996.

- d. Employee receives a lump-sum bonus for providing outstanding "Red Carpet Service" to internal or external customers. This form of payment is not attached to base salary and may be given at any time throughout the year. Employees are only eligible for one lump sum bonus award between January 1 and June 30, and are eligible for one lump sum bonus award between July 1 and December 31 for a total of two possible awards in any calendar year.

2. Salary increases are awarded for the following:

- **Employee achieves overall rating of meets expectations on his/her performance review.**
 - In this case, an eligible employee would be awarded a salary increase of no less than 80% of the CPI-W for the Seattle -Tacoma region for the previous calendar year. In other words, the City would establish what the CPI-W is for the prior year (as would be done with cost of living adjustments) and establish 80% of that figure as the minimum salary increase that could be given to any employee who meets expectations in the next calendar year.
 - EXAMPLE: If the CPI-W for 1993 was 3.0%, then the minimum increase an employee who meets expectations in 1994 could receive would be 2.4% of his/her base salary. In all cases, the minimum increase for meeting expectations is 2% regardless of whether the CPI-W is lower.
 - The maximum amount an employee who meets expectations would be eligible to receive is 5% of his/her base salary.
 - All salary increases will be determined by the Performance Review Panel. The Panel will notify an employee of the increase within two-weeks of his/her annual review date, and the salary adjustment is retroactive to the employee's annual review date.
 - City Council may choose to review the minimum and maximum percentages allowed in this section every 2 years.
- **Employee achieves overall rating of exceeds expectations on his/her performance review.**
 - In this case, an eligible employee would receive a base salary increase between 3-7%.
 - All salary increases will be determined by the Performance Review Panel. It is the Review Panel's responsibility to ensure that employees who are achieving "exceeds expectations" ratings are receiving higher salary increases than those who "meet expectations." Individuals who "exceed expectations" will receive an increase greater than those employees who "meet expectations" in the same department. The Panel will notify employees of the increase within two-weeks of his/her annual review date, and the salary adjustment is retroactive to the employee's annual review date.

NOTE: In both of these two cases, it is possible for an employee to receive a salary increase that places their active salary above the prescribed classification range. It is up to the City Manager

(or HR person) and the City Council to recognize when classification ranges need adjustment, and make appropriate changes during the budget process.

- **Employee's position changes dramatically** and requires significantly more skills, education, or knowledge to perform the work than previously described in the job description.
 - In this case, the position would be requested for reclassification. (See Placement in a Classification section above). If the position is appropriately placed within the broad band, it may still be paid incorrectly within that band based on market data as well as internal alignment issues. It is the Department Head's responsibility to ensure that his/her employees' positions are classified and paid appropriately.
- **Employee performs extraordinary "Red Carpet Service"** serving either internal or external customers or does outstanding work on a priority project. NOTE: This program will begin in January, 1996 if determined to be appropriate by management and staff.
 - When an employee goes "above and beyond" expectations and performs outstanding work that serves his/her customers well, the employee would be eligible for a \$50-\$250 (net pay) lump sum bonus, not attached to base salary. This award can be requested by the employee's Department Head, the City Manager, or another Department Head, and is approved by the City Manager before the employee receives the bonus. The Department Head making the request must submit supporting documentation that describes why the employee should be rewarded, to the City Manager, at which time it will be reviewed and either approved or denied.
 - Other employees may nominate their fellow staff members to a Department Head who will carefully evaluate the supporting data and determine whether the nominated employee is to be rewarded. There may be times when a Department Head would not wish to reward an employee with a cash amount, but may choose to honor the employee in another way. In this case, the Department Head is responsible for notifying the nominating employee of the decision made.
 - Every employee covered by this compensation plan is eligible for a "Red Carpet Service" award at any time during their career with the City of Woodinville. Employees are not eligible to receive a "Red Carpet Service" award more than once in a six month period as defined above.
- **STAFF RETREAT:** Each year, the City Manager may provide staff with a staff retreat opportunity that allows them to work with management on goals and communication for the coming year. ~~The staff retreat would be an off-site session dedicated to improving teamwork, staff involvement, and communication.~~

3. Salary increases will not be awarded in the following instances:

- Employee does not meet expectations (overall rating) on annual performance review.
- This would be a situation where an employee has a performance improvement plan in place and/or is requiring significant supervisory intervention to accomplish his/her work.
- Employees are not eligible for salary increases until completion of their six month trial period.

PERFORMANCE REVIEW PANEL

1. The performance review panel is comprised of three Department Heads who review the performance appraisals completed by managers or Department Heads and make recommendations for salary adjustments. Their primary reason for being is to ensure the equitable and consistent application of compensation options listed in this plan. They will review the salary adjustment recommendations provided by managers and ensure that one manager is not overly generous or restrictive as compared to another manager.
 - In the City of Woodinville, it is not uncommon for an employee to work with more than one manager or Department Head. It is for this reason that the Performance Review Panel is being implemented so that as much information as possible can be considered when recommending an employee's salary adjustment.
 - Once the Review Panel makes its recommendation, it forwards the recommendation to the City Manager for final approval.
 - The need for this review panel will be examined by the City Manager after one year with the compensation plan in place. If he/she determines that the Review Panel is no longer effective or necessary, then the City Manager will become the oversight decision maker on all salary adjustments. Employees will be asked to provide confidential input on the effectiveness of the Review Panel which the City Manager will take into consideration in the decision making process. It is quite possible that the composition of the Review Panel could change with the input as well.
2. It is not the role of the Performance Review Panel to examine reclassifications, lump sum bonus awards, or market salary adjustments. They are simply to review performance evaluations and accompanying merit pay salary adjustment requests.

EXAMPLE OF BROAD BANDED PAY RANGES
Using 1994 Actual Classification Pay Ranges

	<u>Annual Salary</u>		<u>Monthly Salary</u>	
<i>Department Head</i>	\$43,532	63,741	3,628	5,312
Clerk Treasurer			46% difference	
Public Services Administrator				
Community Development Director				
<i>Team Leader/Sr. Professional</i>	\$30,937	47,556	2,578	3,963
City Planner			53% difference	
Building Official				
Senior Engineer				
<i>Professional/Sr. Technician</i>	\$26,724	37,265	2,338	3,105
Deputy City Clerk			39% difference	
Building Inspector				
Public Services Assistant				
Assistant to the City Manager				
<i>Technician/Administrative</i>	\$19,937	32,196	1,661	2,683
Clerk/Typist			53% difference	
Permit Clerk				
Maintenance Worker				
Accounting Clerk				
Permit Coordinator				

EXAMPLE OF BROAD BANDED PAY RANGES
Recommended Classification Pay Ranges

	<u>Annual Salary</u>		<u>Monthly Salary</u>
<i>Department Head</i>	\$43,536	66,924	3,628
			5,577
Clerk Treasurer			54% difference
Public Services Administrator			
Community Development Director			
<i>Team Leader/Sr. Professional</i>	\$30,937	55,068	2,578
			4,589
City Planner			78% difference
Building Official			
Senior Engineer			
<i>Professional/Sr. Technician</i>	\$25,452	45,300	2,121
			3,775
Deputy City Clerk			78% difference
Building Inspector			
Public Services Assistant			
Assistant to the City Manager			
<i>Technician/Administrative</i>	\$18,084	35,496	1,507
			2,958
Clerk/Typist			96.2% difference
Permit Clerk			
Maintenance Worker			
Accounting Clerk			
Permit Coordinator			

Each year, salary ranges will be examined to determine if market adjustments need to be made. Appropriations for range adjustments must be made by City Council during the annual budget process.

NOTE: The staff would like to use this broad-banded system if they can be assured that

- 1) Placements within the ranges are made consistently, and
- 2) Ranges are examined for their appropriateness relative to the positions classified within the ranges.

Rationale behind this recommendation:

1. In a broad banded system, it is imperative that you leave enough distance in the bands to accommodate any future positions created, and to motivate staff in current positions to meet or exceed expectations.

2. The Department Head range is smaller due to the fact that at the top of the pay grids, you will expectedly have fewer numbers of people, and their positions will be more closely related than those in the middle bands.

3. The two middle bands are equal in size and overlap with one another to allow the greatest flexibility in placing positions in the appropriate band and to allow for ease in establishing career progressions.

4. The Technician band is the broadest to allow for the largest variety in positions that could fall into this category, and again to allow for greater incentive for employees to meet and exceed expectations.

5. In all cases, when a position's salary is determined, the position must be compared to other positions within its classification to make an appropriate salary recommendation. Failure to look at internal alignment and market value issues would be the greatest mistake made in administering this kind of plan.

6. It is important to note that a new person need not be placed at the beginning of the range, nor must a seasoned veteran necessarily be placed at the top of the range. The City Manager or HR person should examine the duties of the position and the skills of the person filling for the position to determine the appropriate salary.



CITY OF WOODINVILLE

Performance Review Process

As an integral part of the City's overall compensation system, the performance review is the primary tool by which employees participate in valuable discussion about their work performance. We believe that performance evaluation be recognized as a tool for increasing productivity and employee satisfaction with their jobs. We believe that performance should be evaluated or discussed on a regular basis (not just once every twelve months) and that the performance evaluation process should clarify work products, behaviors, and goals for employees and management alike.

The City of Woodinville is committed to managing the performance review system in a fair and consistent manner in order to ensure employee and management satisfaction with the process. We believe this is a valuable way to recognize our employees for outstanding work performance, and a way to assist and coach employees to meet performance expectations who may be having difficulty meeting priority objectives. We recognize that this is a collaborative and participatory process where employees and managers are communicating effectively to enhance the service delivery and success of the City of Woodinville as a world-class organization.

Management is committed to placing a high priority on the performance evaluation process, and is eager to work with employees to develop performance criteria and standards that will increase their job productivity and satisfaction. Employees are committed to fully participating in the performance review process which includes assessing their own work performance periodically, discussing issues with their managers, and defining performance criteria and expectations for themselves that assist the City in reaching its vision.

Why we are implementing a performance review system:

- ◆ To provide feedback to employees that will assist them in accomplishing the City's priority work products/results.
- ◆ To help employees understand the goals/vision of the City and to understand their role within the organization.
- ◆ As a basis for determining merit pay increases, or to support other personnel actions such as promotions, reclassifications, reassignment, or disciplinary action in accordance with the City's personnel policies.
- ◆ To determine training needs for staff, and to initiate discussions between management and staff around career or job enhancement opportunities.
- ◆ To assist the City and departments in planning personnel changes, placement, or organization that best utilizes employee's capabilities.

- ◆ To promote quality communication between employees and managers that results in greater teamwork, trust, and enhanced job satisfaction for all staff.

Key elements of our performance review system include:

- ◆ Employees and managers determine performance criteria and expectations collaboratively. Communication between managers and employees is open and honest.
- ◆ Managers provide timely feedback to employees. Employees are not surprised at their annual performance review discussion.
- ◆ Employees are offered an opportunity to assess their own performance relative to the criteria and expectations established, and use this information in their performance review discussion.
- ◆ Managers set aside uninterrupted time to review each employee's performance at least once a year, and are encouraged to discuss performance issues with employees on a regular basis.
- ◆ Employees are offered an opportunity to provide feedback to their manager(s) during the review process to further define how managers can support them in achieving their performance goals.
- ◆ Job descriptions are current and job performance standards are pertinent to the job.
- ◆ Once performance review discussions are complete, managers may take documentation to the Compensation Review Panel (or HR person) to request merit pay increases for employees who meet or exceed expectations at their annual performance review session.

The Performance Review Process

1. Manager and employee meet to develop the employee's performance criteria and expectations. *This would be done initially with new employees or when a new performance review process is implemented.*
 - ◆ Manager and employee discuss the employee's job description and identify key results to be achieved in the next review period.
 - ◆ The manager clearly identifies the priorities for the employee and, with the employee, collaboratively defines the expectations for achieving those priorities. i.e., defining what is acceptable behavior or results.
2. Managers continuously provide feedback to employees throughout the review period (generally 6-12 months).

- ◆ Managers should give specific details as to how an employee did or not meet performance expectations and keep documentation when appropriate.
- ◆ Feedback should be given as close to an incident's occurrence as possible so as to quickly reinforce the desired behavior. Manager and employees both, are encouraged to use the "Memor Jogger" forms to assist them in remembering specific incidents related to performance.
- ◆ Informal meetings between managers and employees should take place to 1) assess the employee's progress on identified priorities; 2) uncover obstacles to success; 3) reinforce City/department vision and goals and make any corrections to evaluation criteria and expectations if priorities have changed; 4) allow employees an opportunity to ask for manager's support (i.e., training opportunities, delegation of work, establishing priorities, etc.) to assist them in achieving desired results.

3. Within two weeks of the employee's annual review date, the manager and employee should establish a mutually agreed upon date and time to conduct the performance review discussion.

PRIOR TO THE MEETING:

- ◆ Manager should review the "Memory Joggers" they maintained throughout the review period and complete the performance review form, being as thorough as possible.
- ◆ Employee should complete the pre-evaluation and career development forms, being as thorough as possible.
- ◆ These documents are considered "work in progress" and may be changed after the review discussion meeting.

THE REVIEW DISCUSSION MEETING:

- ◆ The purpose of this meeting is to discuss the employee's performance in the areas defined at the beginning of (or during) the review period. Employee and manager should discuss any discrepancies between their perceptions of the performance behavior, and develop new performance criteria and expectations for the following review period.
- ◆ This meeting should be conducted in a private location that is acceptable to both the employee and the manager. Often times the manager's office is not an appropriate place for the discussion due to ringing phones or other daily distractions. Neither the employee or the manager should be interrupted or distracted in this process so as to ensure the greatest possible communication between them.
- ◆ Employee and manager should have the opportunity to thoroughly discuss any issues relevant to the employee's performance. Generally, a review will take one hour. However, it is not wise to put a time limit on the review discussion. If the meeting lasts longer than either party expected, they should determine another time to continue the discussion within two days.
- ◆ Either the manager or the employee may initiate the dialog, depending on whether the employee would like to share his/her self evaluation prior to hearing the manager's comments. Generally, the manager will start the discussion, allowing the employee to comment throughout the process. **The protocol should be determined by the two parties involved.**

- ◆ Neither the employee or the manager should be surprised by the information given by the other. If one party is surprised by any of the information discussed, the two parties should determine a mutually agreed upon action plan for avoiding such surprises in the future. The “no surprises” rule promotes quality communication between managers and employees at all times, making the review discussion simply that—a review, with some time to look forward at future results to be achieved.

FOLLOWING THE REVIEW DISCUSSION MEETING:

- ◆ Manager and employee should complete their evaluation forms and sign off on each of them.
- ◆ A copy of the review forms and performance criteria and expectations for the next review period should be given to the employee while the original is to be maintained in the central personnel file.
- ◆ The next review date should be established and both manager and employee should commit to keeping on schedule.
- ◆ Any unresolved issues in the performance review meeting should be addressed within one month of the meeting. If they can not be resolved between the employee and the manager, then a third party (the City Manager or HR person) may be asked to serve as a facilitator/mediator to help resolve the issue.
- ◆ If the employee meets or exceeds performance expectations, the manager then has the opportunity to reward the employee with a merit salary increase. (Please see the City of Woodinville Compensation Plan for further detail.)

Additional guidelines for the Performance Review Process

1. All documentation should be specific, complete, and neatly prepared. This will ensure the greatest possible communication between manager and employee, and further demonstrate the important value the City places on this process.
2. The performance review process is not subject to the City’s complaint procedures as outlined in section 8.13 of the City of Woodinville Personnel Policies manual. While the performance review process is intended (and fully expected) to be collaborative and participatory, management reserves the authority to manage performance in a manner that best accomplishes the goals/vision of the City, Council directives, and meets citizen needs.
 - ◆ If an employee believes that his/her manager has unfairly evaluated his/her performance, the employee should request, in writing, a meeting involving the City Manager, the HR person, the manager, and the employee to discuss the issue and determine a resolution. If the City Manager is the employee’s manager, then a meeting involving the employee, the City Manager and the HR person is appropriate.
 - ◆ This meeting will allow both the manager and employee to present facts and data that support their position in the matter. Either manager or employee may bring in examples of work, letters of thanks, etc. to support their position; however, no other employees, citizens, Councilmembers, or customers will be invited or allowed to attend the meeting.

- ◆ Following the meeting, the City Manager (or HR person) will respond to the employee and the manager in writing as to his/her decision on the issue. The decision should be rendered within 10 working days of the meeting.
 - ◆ The employee and the manager will be expected to work together to better develop performance criteria and expectations that minimize the discrepancies between the two parties in future review sessions.
3. This performance review process is designed to be evolutionary. It will not remain the same for the life of the City of Woodinville. If employees and management have suggestions for improvement in the performance review system, they should make their comments in writing to the City Manager (or HR person) to be considered in future updates. All changes to the plan will be discussed with employees through department staff meetings, and will be implemented at the beginning of each calendar year unless otherwise agreed upon by management and staff.
 4. Employees are expected to take as much ownership of the performance review process as management. Examples of employee "ownership" in the process might include; employee initiates discussion at performance review meeting, employee asks manager to set review date, employee seeks out feedback throughout the review process, etc.. Employees are expected to discuss their performance with their managers freely and openly. They are also encouraged to bring up issues and concerns about organizational practices or procedures without fear of reprisal.

This performance review process was designed collaboratively by management and employees of the City of Woodinville in 1994. The following staff members worked very hard to develop a plan that would best meet the current needs of City staff, Council, citizens, and customers.

Joel Birchman, Public Services Administrator

Dean McKee, Building Official

Jim Katica, City Clerk, Treasurer

Michael Olson, Accounting Clerk

Joe Menghini, City Manager

Charleine Sell, Clerk Typist

Ray Sturtz, Community Development Director

Lane Youngblood, Public Svcs. Asst.

LAHW:wdv/perf.doc/1994/la

Employee Pre-Evaluation Worksheet

To: _____ Perf. Review Date: _____

From: _____ Today's Date: _____

This worksheet provides you the opportunity to indicate those items you would like to discuss with me during your performance review meeting. Complete those sections that you feel are appropriate and prepare to discuss them with me at your performance review meeting. This worksheet is optional on your part and will not become part of your personnel file unless you indicate that you would like it to be. If you have any questions, please feel free to talk with me prior to our meeting date.

1. What questions do you have regarding your job responsibilities or job description?

2. What improvements could be made to your present job?

3. What special areas of interest related to your job would you like to discuss?

4. List any job related accomplishments that you are most proud of (please be specific).

5. What things could you do better?

6. What goals would you like to achieve in the next twelve months?

7. What skills do you have that I am overlooking?

8. In what areas would you like my assistance and support?

9. Anything else you would like to discuss?

**CITY OF WOODINVILLE
PERFORMANCE EVALUATION FORM**

Employee Name: _____ Date of Evaluation: _____
Job Title: _____ Evaluator's Name: _____
Review Period: From: ___ / ___ / ___ To: ___ / ___ / ___ Annual Other: _____

Use this form as a tool for the discussion and evaluation of an employee's performance during the review period just completed and in planning for specific objectives and expectations for the next review period. Keep in mind, in the performance evaluation process, the reviewer and employee are focusing attention on certain dimensions. This focus is not meant to imply that other aspects of the job are unimportant, but to help with priorities and specific areas needing attention.

**EXCEEDS
EXPECTATIONS**
Performance at this level is beyond the established performance criterion expectations. Initiative to resolve problems or create high client satisfaction is demonstrated on an ongoing basis.

**MEETS
EXPECTATIONS**
Performance at this level fully meets the established criterion expectations. Performance indicates full competence and dependability. Little or no supervisory intervention has been required to initiate or correct performance.

UNSATISFACTORY
Performance at this level does not meet the established performance standards for the criterion even with direct supervision. The individual may have attempted to achieve the expected outcomes, but the end result was either insufficient or had a negative impact on service, operations, other employees, other agencies, or the public.

Note: If the evaluator has not observed performance on a particular objective or criterion, the evaluation should reflect this fact.

Section 1: PERFORMANCE ON JOB CRITERIA

In the spaces below, list the criteria you have developed with the employee at the beginning of the review period. Rate each of the criteria using the performance expectations you have established for that position. *Please support all ratings with comments either in the space provided or on a separate sheet.*

Criteria #1 _____
 Exceeds Meets Unsatisfactory

Criteria #2 _____
 Exceeds Meets Unsatisfactory

Criteria #3 _____
 Exceeds Meets Unsatisfactory

Criteria #4 _____
 Exceeds Meets Unsatisfactory

Criteria #5 _____

Exceeds Meets Unsatisfactory

Criteria #6 _____

Exceeds Meets Unsatisfactory

You may add additional sheets for other criteria being reviewed.

SUMMARY RATING FOR PERFORMANCE ON JOB CRITERIA:

Exceeds

Meets

Unsatisfactory

COMMENTS: _____

Section 2: PERFORMANCE ON PROJECTS/OBJECTIVES

In the spaces below, list the projects/objectives you have developed with the employee at the beginning of the review period. Rate each of the projects/objectives using the performance expectations you have established for that position. Support all ratings with comments either in the space provided or on a separate sheet.

Project #1 _____

Exceeds Meets Unsatisfactory

Project #2 _____

Exceeds Meets Unsatisfactory

Project #3 _____

Exceeds Meets Unsatisfactory

Project #4 _____

Exceeds Meets Unsatisfactory

SUMMARY RATING FOR PERFORMANCE ON PROJECTS/OBJECTIVES:

Exceeds

Meets

Unsatisfactory

COMMENTS: _____

OVERALL PERFORMANCE RATING IN ALL AREAS

- Exceeds expectations
- Meets expectations
- Unsatisfactory

COMMENTS: _____

Employee comments about information included herein:

COMPLETION CHECKLIST:

- Date set for next review: _____
- New/revised performance criteria, objectives, or learning goals established and communicated to employee for next review period. Date to be done: _____
- Any unsatisfactory performance issues were discussed with the employee and an interim check point established for discussing the performance again.

SIGNATURES

Employee: _____ Date _____
Your signature indicates that you have seen and discussed this appraisal with your team leader or supervisor. It does not imply agreement with the appraisal or overall rating.

Team Leader/Supervisor: _____ Date _____

City Manager/HR Review: _____

Date _____

Memory Jogger



Instructions: Managers and employees may use this form to remind themselves of specific incidents or behaviors they witness that they would like to discuss immediately and/or at a performance review session. These completed forms are not to be kept a secret, and should be thrown away once the review period has ended.

Date: _____

Incident:

Employee Action:

Expected Performance:

Comments:

Date communicated with employee: _____

Memory Jogger



Instructions: Managers and employees may use this form to remind themselves of specific incidents or behaviors they witness that they would like to discuss immediately and/or at a performance review session. These completed forms are not to be kept a secret, and should be thrown away once the review period has ended.

Date: _____

Incident:

Employee Action:

Expected Performance:

Comments:

Date communicated with employee: _____

SAMPLE PERFORMANCE CRITERIA AND EXPECTATIONS

Clerical Staff Position

This information is being provided as a reference tool. The manner in which managers and employees determine the employee's performance criteria and expectations is largely determined by the two parties involved. The key to successful criteria and expectations is that they are SMART:

- Specific - clear tasks and activities
- Measurable - quantitative or qualitative
- Attainable - challenging but not impossible
- Relevant - contribute to what is important to the City
- Trackable - benchmarks or events

The most efficient way to begin the creation of criteria and expectations is to examine the employee's job description and look at those tasks which comprise about 70% of the employee's work. Focus on these areas as you develop criteria and expectations.

**Performance Criteria #1: Communication/Interpersonal Skills with
Internal and External Customers**

Expectations:

- ◆ I expect you to listen carefully to your customers and communicate with them clearly and concisely so that they understand the information that you provided to them. I will know this has happened when you are no longer receiving phone calls from customers asking to clarify information.
- ◆ I expect you to write clear memos that do not require me to completely rewrite them when I proofread them. There may be times when I would like to change the tone of a memo, or I have additional information which needs to be added. In these instances, I will take the responsibility to communicate with you about the intent of the memo before you begin writing.
- ◆ When communicating, I expect you to use communication that is appropriate for your desired audience. For example, it is not appropriate to use City acronyms when communicating with an outside vendor unless you have explained the acronyms to him/her previously.
- ◆ I expect all memos and letters you type to be 95% error free before they come to me for approval. Moreover, I expect them to be 100% free of typographical or spelling errors when they are sent to their recipients--especially City Council or citizens.
- ◆ I expect you to work cooperatively with your team members and provide them with assistance when their requests do not significantly impact your work load.
- ◆ I expect you to be a promoter of team spirit, and accept the constructive criticism or feedback that may be given to you by City staff. This does not mean that you have to accept negative or abusive behavior by a co-worker or customer, but I would expect you to bring those types of incidents to my attention immediately so that they may be resolved.

- ◆ I expect you to participate in staff meeting discussions and express your point of view. As a valued member of our team, it is important that we hear your opinions.
- ◆ When you are not very busy, I expect you to assist your co-workers in accomplishing their tasks if they are overloaded. If the workload is fairly quiet in the office, I would expect you to begin to learn one or two new features/functions on your computer system that you can share with your co-workers.

SAMPLE PROJECT DEFINITION & EXPECTATIONS
Clerical Staff Position

Project #1: Review and revise the City's ordinance filing system.

Expectations:

- ◆ I expect you to produce a written document that defines the problem with our current filing system and some potential solutions by January 13.
- ◆ I expect you to review this document with me by January 15.
- ◆ I expect that you will order the necessary supplies for changing the system through purchasing no later than February 1.
- ◆ I expect you to notify all employees of the changes you will be implementing prior to their implementation.
- ◆ I expect the entire project to be completed no later than March 31. If any adjustments to this date need to be made, I would expect you to discuss this with at least two weeks in advance of March 31.
- ◆ I expect you to notify me when you need additional assistance with the project.
- ◆ I expect you to take a training class called "Ordinance Filing--The 90's Way" scheduled on January 28 and implement any information you learn.